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Marketing Plan for CREATE: Art Studio and Workshop

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MARKETING PLAN FOR
CREATE: ART STUDIO AND WORKSHOP

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HONORS PROJECT

Submitted to the Honors College
at Bowling Green State University in partial fulfillment of the
requirements for graduation with

UNIVERSITY HONORS

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Executive Summary

CREATE: Art Studio and Workshop is a privately-owned art studio that hosts classes, workshops, and camps for both children and adults of varying skill levels. They offer topics such as painting, drawing, hand lettering, and other mixed media options. Although they teach courses for all age groups, their primary focus is the children's classes. CREATE is owned by two Perrysburg moms: Deborah Lambdin and Kerry Wellstein. They founded the studio in 2014 and are currently in their fifth year of business. They thrive on the idea that art is not solely about the finished product, but rather the process, and that everyone should be free to express their creative side while developing an artistic skillset of their own.

Market Research

Three primary methods of market research were utilized for this analysis: direct observation, in-class surveys, and interviews. A total of 4 classes were observed, 11 in-class surveys completed, and 4 parents interviewed. A few common themes became evident from the data collected, including common likes, dislikes, and other interesting observations. Overall, customers love the instructors and think they are very skilled at what they do and how they handle and teach the students. They also like the intimacy of the classes and the type and variety of projects offered. Some parents mentioned the small physical size of the classroom as something they wished they could change, but most said they were completely satisfied with how things were currently being conducted at CREATE. Finally, customers reported that they generally preferred receiving their information through email or social media.

Situation Analysis

Regarding their current marketing efforts, CREATE currently relies heavily on word-of-mouth, but is making an effort to expand their online presence. They are continuously updating their website and are working to stay active on social media sites; both Facebook and Instagram. Although there are a variety of organizations that offer children's art classes in the greater Toledo area, CREATE could say they have 4 main competitors: The Toledo Museum of Art, The 577 Foundation, For the Love of Art, and the YMCA. Although they are all primary competitors for different reasons, whether it be location or variety of classes offered, CREATE should be aware of all of these organizations when conducting business. Regarding CREATE's ideal customer, they are primarily looking at mothers residing in the Perrysburg area who are proactive in ensuring their children live well-rounded lives. Lastly, it appears that CREATE not only appeals to a certain market of parents, but attracts a specific kind of child as well.

Recommendations

CREATE should focus on three main areas if they are looking to expand their marketing efforts. These include increasing their retention rate, building their brand recognition, and capitalizing on local pride. Possible tactics in order to achieve these goals could include creating a customer relationship management system, posting flyers and print ads around town, and building relationships with schools, businesses, and organizations in the area. These will ultimately help appeal to CREATE's target market, help them generate more customers and keep current ones coming back.

Market Research

Methodology

Three main processes were used to gather information about the customer's overall experience with CREATE: direct observation, in-class surveys, and interviews. The interview took place at the Way Public Library in Perrysburg, right around the corner from CREATE's studio. It lasted roughly 40 minutes and consisted of a series of prompts to help stimulate conversation about the interviewee's experience and opinion of the art studio.

Results

Direct Observation

After School Art Club (Ages 8-12)

Three different types of classes were observed, and all were varying in both age group and subject matter. The first was After School Art Club for ages 8-12, which took place from 4:15-5:15 on a Thursday. The class size was quite small, with only four kids in attendance. This was apparently due to the busy nature of springtime and the fact that school would be ending soon. All four participants were girls, and they worked on two different projects during the hour-long session, including decorating plant pots for Mother's Day and an acrylic painting of mason jars and flowers.

This class seemed very laid back as the girls all worked at an independent pace. Everyone seemed to already know what they were doing, and it seemed as though they were all there just to relax and paint. Deb (one of the co-owners and instructor of this class) would give instructions when necessary, and at other times would just chat with the girls about their days, what they have been doing in school, and their friends. When talking about a hectic day at school, one of the girls even said, "It's nice to come from a really loud, crazy school to a nice, quiet art room."

Friday Preschool Art (Ages 3-5)

The second observed class was Friday Preschool Art for ages 3-5, which was held from 12:30-1. This class varied greatly from the first in many ways. First, because of the young ages of the participants, the parents sat alongside their children during the class. Six children attended this class, including five boys and one girl. The theme of the day was painting with anything but brushes, in which they worked on three different projects: a painting of the moon and stars, a bundle of flowers, and abstract painting with feathers.

This class was much more energetic and active as compared to the After School Art Club. Because of the younger kids' smaller attention spans, Kerry (the other co-owner and instructor of this particular course) made sure to keep the projects moving. She gave relatively detailed instructions and demonstrations, and always provided positive reinforcement to the children once they finished a project. The parents were very hands-on in this class by helping their kids complete the various steps. One moment in particular stood out in this class, and this happened when the little girl finished up one of her projects, turned to her mother, and told her she wanted

to give it to her. The mom's face lit up and she accepted it and thanked her daughter. This was a special, intimate moment shared between mother and daughter, and it happened at CREATE's studio, which is something to make note of.

Summer Camps (The Young Artist and Slime Camp, both Ages 8-12)

Finally, two summer camps were observed on the final days of the four-day camps. The first was titled "The Young Artist," and included children ages 8-12. They did a wide variety of projects throughout the week. There were nine kids in the camp, including seven girls and two boys. Deb was the instructor for this class, and walked them through how to decorate a "fairy house" with paint, fake leaves, moss, and flowers. The kids were relatively quiet and worked independently, aside from asking the occasional question.

The next camp that was observed was Slime Camp, also for ages 8-12. This class had nine children in it as well; all nine of them were girls, however. This class was much more lively than the other courses being taught, with questions being asked left and right, and kids needing more ingredients. This kept the two instructors, Deb and Amber, quiet busy for the duration of the class. The slime did not take long to make, so Deb had additional projects for them to work on until the end of the session.

All of the classes included multiple projects and a lot of one-on-one interactions between the instructor and the students. The preschool class may have had slightly less individual instruction, merely because the parents were there to help guide the children through the project. Overall, the classes and camps provided a very open and fun environment for the kids to explore their creative side.

In-Class Surveys

During the Friday Preschool Art class, surveys were distributed to the parents to fill out while their children were working on their projects. I also left copies at the studio for other parents to fill out during or after other classes. A sample of the survey can be found in Exhibit A of the appendix.

These four-question surveys were an easy way to acquire simple data without requiring the parents to commit to a full-on interview. The feedback provided in the surveys also presented some themes that were easy to share with the co-owners on the spot, and helped shape some questions for later interviews. Some of the themes provided by the in-class surveys included:

- Majority initially heard of CREATE through word-of-mouth
- CREATE's instructors are very well-received by both the kids and their parents
- The most popular preferred forms of communication are email and social media

More detailed survey results can be found in Exhibit B of the Appendix.

Interviews

Four volunteers agreed to participate in interviews to discuss their children's experiences with the studio. Although their answers to the questions asked all varied, some common themes became evident. First, all four said that not only were the instructors an important attribute of the

classes to them, but that they held them in very high regards. It would be an understatement to say the parents loved the instructors at CREATE, and thought that not only were they skilled in their trade, but very good with dealing with and teaching children as well. Most interviewees mentioned that they enjoyed the small classes sizes as well, because it allowed for more one-on-one attention between the kids and the instructors. Many parents also claimed their children to be shy or quiet, so the smaller class sizes helped the kids open up more around both the instructors and their peers.

No consensus was made regarding what the interviewees disliked or would change about the studio; all of the parents had their own preferences. One mom drove all the way from Ottawa Hills, so she claimed the location was the biggest hassle for her. Another claimed the communication of more urgent information (such as class cancelations) could be communicated more effectively, as opposed to just by email. Finally, another parent said the starting and end times of the courses could be adjusted, but that it was not a deal breaker for her. In general, between the in-class surveys and the interviews, most parents did not have many grievances with the studio.

Two of the moms had previously sent their children to the Toledo Museum of Art for art classes, so it was interesting to hear about their experiences there. They did not have too many complaints, but said there were some obvious differences. The class sizes were much bigger but so was the physical space. They also offer a much larger variety of classes as compared to CREATE. One mother said she switched to CREATE because it was much closer to her home in Monclova, where as the other switched because of the uniqueness of the slime camp.

The most intriguing part of the interviews was learning about the kids from their parents. Most of the parents volunteered information about their children and their personalities, and it was very interesting to notice some common themes. Most of the kids were described as “naturally shy,” “introverted,” or “quiet.” One parent even admitted that her daughter usually hates summer camps because she does not enjoy being around a lot of other kids, but raves about her time at CREATE. It appears that CREATE is not only catering to a certain market of parents, but attracts a specific kind of child to its classes as well.

One child in particular stood out as the interviews progressed. This boy was in a summer camp that was shadowed, and his mom was interviewed afterwards. She talked about how her son was very detailed-oriented and liked to spend a lot of time on very specific areas of his work, and that he very much enjoys the freedom he has at CREATE to express himself and be as detailed as he wants. When shadowing the class he was in, he stood out from the rest of the group. Although a very quiet kid, he did not work with the pack and complete the projects the same way his peers did. After both observing this boy and talking to his mother, it became obvious that CREATE is fulfilling their mission by providing a safe space for kids to express themselves.

Situation Analysis

Internal Analysis

About CREATE

CREATE: Art Studio and Workshop is co-owned by Deborah Lambdin and Kerry Wellstein, who founded it in 2014. Located in Perrysburg, Ohio, they offer classes for children and adults, ranging from drawing and watercolor classes to slime camps. They have five total instructors, including themselves and three others.

Product

CREATE offers a variety of art classes and workshops for both children and adults, and also provides homeschool courses and hosts private parties and events. Classes are usually 3 to 8-week programs that meet once a week, whereas workshops are a one-day event. They also host summer camps, which tend to last 4 days and focus on a specialized art form or craft (CREATE, 2017). Refer to Exhibit D in the Appendix for a complete list of classes, workshops, and classes.

Place

CREATE is located at 422 Louisiana Ave. in Perrysburg, Ohio. They are based in a strip with other businesses including 5th Street Pub, Rae Ray's Custom Wood Crafts, and Commodore Barber Shop. They are across the street from the Way Public Library and just blocks away from Historic Downtown Perrysburg.



Price

The current pricing for classes ranges between \$25-\$110, depending on the length of the course and the supplies required (CREATE, 2017). Refer to Exhibit D in the Appendix for a full list of courses and their prices.

Social Media

Facebook

CREATE is very active on Facebook. They post nearly every other day, usually at least 4 times a week, and are active on their Facebook story as well. Their posts range from photos of artwork from previous classes, fun art tutorials or articles found online, or advertisements for upcoming

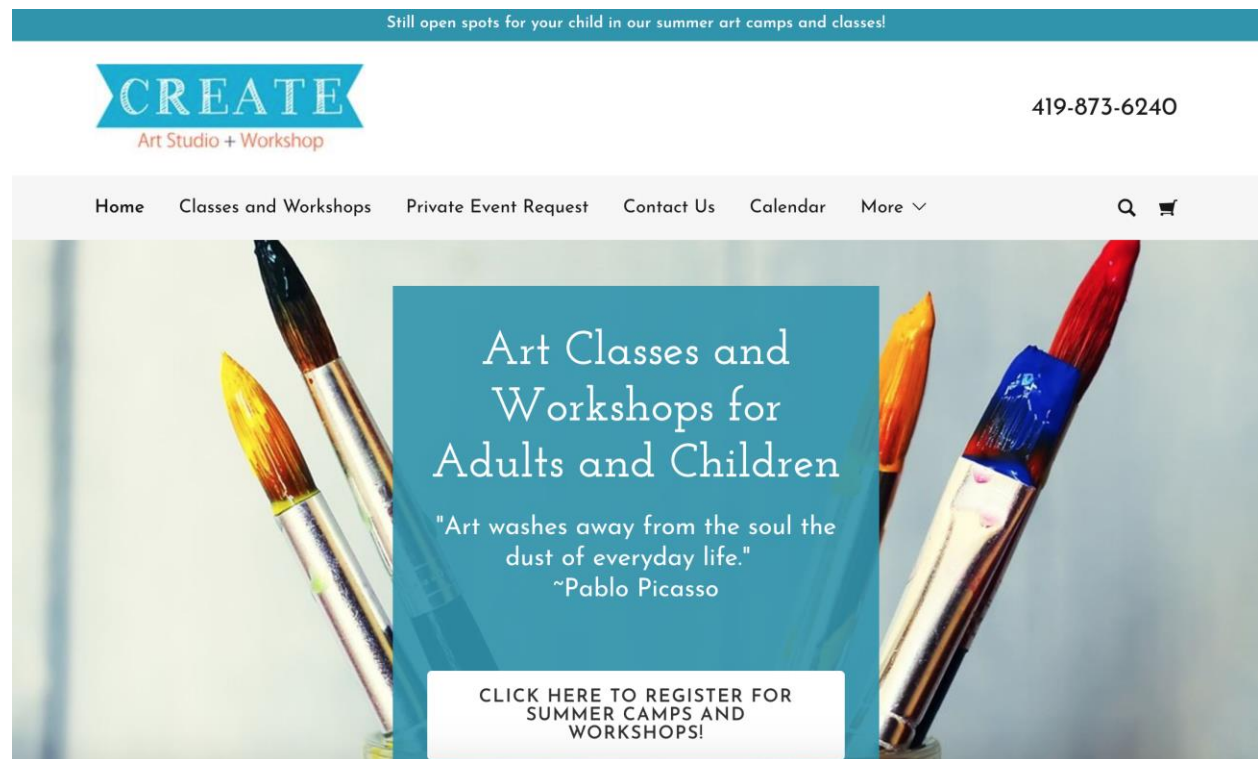
classes. They also have their class schedule under their “Events” tab, with dates, times, a description, and pictures for each class. CREATE has a total of 1,759 likes and 1,757 follows and has a 4.9 out of 5 star rating on their page.

CREATE recently began hosting promotions on their Facebook page. They hosted a raffle drawing in which customers would “enter to win” a \$5 off coupon, which was apparently very successful and received a lot of attention. They have posted a promo code on their page for all of their social media followers to enjoy.

Instagram

Their activity on Instagram is very similar to that on Facebook, mainly because their accounts are linked and many times they will post the same information to both accounts simultaneously. Both of the promotions they hosted on Facebook were posted on Instagram as well. CREATE has 336 posts, 518 followers, and is following 418 accounts on Instagram.

Website



(Source: CREATE, 2017)

CREATE’s website allows potential and current customers to find information regarding or sign up for future classes, request a private event, and view photos from previous classes. Their philosophy and mission are clearly stated on their home page, and they have their classes sorted by categories for people to navigate through. Signing up for a class appears to be relatively easy, with a required spot to provide the child’s name, age, and parent’s contact information when

registering. Regarding the rest of the site, some of their tabs are not updated, however, and pop up with blank screens when clicked on (CREATE, 2017).

Current Marketing Strategy

Existing Mission and Objectives

CREATE's current philosophy as stated on its website states:

"We put an emphasis on small classes with strong individual attention for students of all ages. With the guidance provided by skilled art instructors, students gain self-confidence as they explore and develop their artistic ability. We provide a positive and nurturing environment for learning that encourages our students to use their imagination and be creative, while developing artistic skills" (CREATE, 2017).

Positioning

Although they offer courses for all ages, it is clear CREATE is focusing most of its efforts on its children's classes. They offer the largest variety of classes, courses, and camps for children ages 2 to 13, and they seem to be branding themselves in a more kid-friendly manner as well. The studio space itself appears entirely child-centered. They post children's artwork in their storefront window and have a board of photographs featuring children and their art hanging next to their interior door to the workshop. The space itself is very child-friendly as well.

Current Promotional Efforts

CREATE's primary promotional efforts occur on their social media pages, with both the raffles and promo code giveaways. In addition to that, they also connect with local schools and businesses in the Perrysburg area to try and feed kids into their after school programs. One business they are very close to is Maddie and Bella's Coffee Roasters in downtown Perrysburg. They offer workshops hosted at the coffee shop that combine painting and coffee and pastries. Although these classes are offered to adults, the relationship built with the coffee shop is important to the art studio's network as well as their reputation within the town.

Competitive Advantage

CREATE's main competitive advantage is their philosophy and the instructors that carry it out. The art studio truly believes that art is not about following a step-by-step process to produce a picture-perfect result. They very much foster an environment of creativity and freedom for students to express themselves through the projects they are guiding. Their mission would not be made possible without their instructors, who are held in very high regards from their customers. The research collected from customers shows that the teachers are their favorite part of the classes they have taken at CREATE. They show expertise in the subjects they are teaching and are skilled when it comes to interacting with children, making the overall experience enjoyable for both the kids, and happy kids lead to happy parents.

Competitor Analysis

A variety of organizations exist that host classes and workshops for artists of all ages, but for the sake of the industry at hand and CREATE's current positioning, the competitors outlined in this

analysis are going to focus on children's art classes specifically. CREATE competes with roughly 11 businesses in the greater Toledo area, including The 577 Foundation, The Art Supply Depō, Cookies and Canvas, Copper Moon Studio, For the Love of Art, Hero's, Michael's, Toledo Artist Club, The Toledo Museum of Art, the YMCA, and Zyndorf Glass and Arts (Toledo Parent Contributor, 2016). Four of these organizations can be considered main competitors, however, because they offer a similar variety of art classes for children within the same price range and are located around the same geographic location. These primary competitors include The Toledo Museum of Art, The 577 Foundation, For the Love of Art, and the YMCA.

The Toledo Museum of Art

Overview

The Toledo Museum of Art is located in downtown Toledo, and has an extremely wide variety of class offerings for children. They cater to kids ranging from ages 5 to 18 and teach courses including, but not limited to: drawing, painting, sculpture, photography, blacksmithing, and glassblowing. For a complete list of classes, refer to Exhibit E in the Appendix.

Most of their offerings are 5-day courses with pricing that vary based on the difficulty of the course, material costs, and the student's membership status with the museum. The majority of their courses end up ranging from \$90 to \$105, but the TMA does offer scholarships for its children's art classes, however, which can cover up to 100% of the registration fee (The Toledo Museum of Art, 2018).

Competitive Advantage

The TMA could be considered having two main competitive advantages in this industry: variety of classes and expertise of instructors. These two factors go hand-in-hand as well. When searching for art classes for their children, parents are going to tend to assume an art museum will have high-quality instructors. Not only will their teachers be perceived as having high levels of expertise, they most likely have a large number of instructors at their disposal. By having more teachers with multiple areas of expertise, this leads to more classes covering a wider variety of topics and skillsets. This may appeal more to parents whose children are looking for classes outside of the ordinary choices of drawing and painting. Another possible competitive advantage they may possess is hosting the classes within the art museum itself. Parents may consider this a more educational environment for their children to learn about art.

Their location can also be considered a major disadvantage when comparing them to CREATE, however. Because CREATE's customer base is segmented heavily by geographic location (that is, the majority of their customers are residents of Perrysburg, Rossford, and Maumee), many of them would be turned off by the idea of having to drive to downtown Toledo to take their child to art class.

The 577 Foundation

Overview

The 577 Foundation is an environmentally conscious historic center located in Perrysburg. They offer a variety of classes for children, adults, and families, including art, gardening, cooking, and other outdoorsy activities. Their art classes are heavily focused on pottery and clay-based projects. They offer a wide variety of courses in this category that allow students to make anything from bowls to small sculptures. The pricing for The 577 Foundation's youth and family art classes range from \$15 to \$95 depending on the number of sessions, the materials required, and the type of skillset involved (The 577 Foundation, 2017).

Competitive Advantage

The 577 Foundation's main advantage when it comes to competing with CREATE is their location. Being the only other organization in Perrysburg to host children's art classes, they are likely to appeal to many of the same customers. Their classes are also unique compared to those of their competitors. Children can learn to throw clay on a wheel and mold their own pottery from skilled instructors, for a reasonable price as well. This would appeal to kids and parents looking to expand their skillsets passed the typical class offerings.

Although this could be viewed as an advantage in some scenarios, it could also be The 577 Foundation's biggest disadvantage as well. The lack of variety in the classes they teach related to visual arts could be unappealing to parents looking to experiment with their child's likes and dislikes. Many times parents will enroll their kids in activities they are unsure they will enjoy, hoping to find something that sticks with them. Only offering pottery and sculpting classes may intimidate parents looking to just "try out" art classes. With all of their competitors offering at least drawing and painting classes for children, this may deter first-time parents from signing up for a class.

For the Love of Art

Overview

For the Love of Art is an art and framing shop that also offers classes and is located in Toledo, near the Holland area. They were founded in 1997 and offer classes for children in grades K-12 related primarily to drawing and painting. They are a small business and host small classes, requiring a minimum of 6 students to host a class but cap them at 12 students. Most classes are either 1 to 2 hours in length, and nearly every class costs \$10 per hour, regardless of age group or mastery level. A complete list of For the Love of Art's classes and their prices is included in Exhibit E in the Appendix.

The shop recently posted a list of summer workshops beginning in July and ending in August 2018. They stay within their comfort zone of drawing and painting, but are themed according to the subject being rendered during each course. These courses range from outer space to African themes and are offered for children entering grades Kindergarten through 6th (For the Love of Art, 2018).

Competitive Advantage

For the Love of Art's primary competitive advantage is its pricing structure. By allowing the parent to pay on a per-session basis as opposed to committing to a 6-week long course, this provides parents with a sense of freedom they might not receive from other businesses in the

industry. In addition, their courses only cost \$10 per hour, which is by far the least expensive option in the area. Their ability to do this, however, makes sense when considering the type of courses offered. For the Love of Art only provides classes related to drawing and painting, and the cost of materials to supply for those classes is relatively low. Their lack of variety is undoubtedly their biggest weakness, and may cause parents looking for more unique artistic opportunities for their children to search elsewhere.

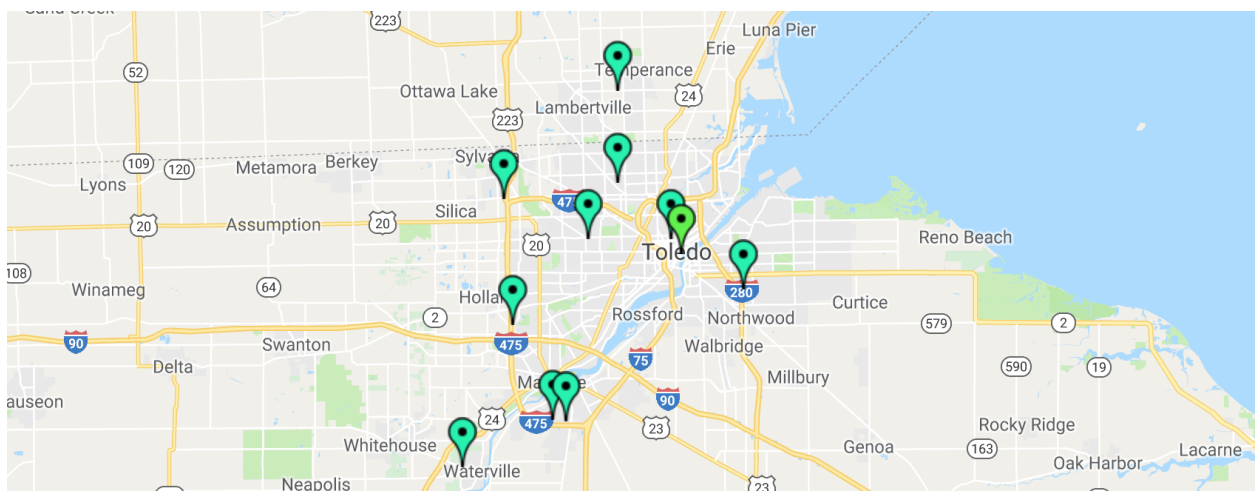
YMCA

Overview

The YMCA of Greater Toledo provides a variety of extra curricular activities for both children and adults, including sports, musical arts, visual arts, and more. Their classes include anything from cartoon drawing to sculpting with clay. The YMCA has a total of 11 campuses in the Toledo area, for which a map is provided below. Six of those locations offer visual art classes, and include:

- Fort Meigs
- Sylvania
- Anthony Wayne Community
- Wolf Creek
- Francis Family
- Eastern Community

Their class structure is similar to that of CREATE's, in that they have both single-day classes as well as courses that span several weeks. Their pricing is relatively affordable, being one of the cheapest options for parents in the Toledo area, if they are members. Like the Toledo Museum of Art, the YMCA offers memberships that cut the prices of classes in half compared to the non-member fee. A more detailed look at the YMCA's classes and pricing is included in Exhibit E of the Appendix (YMCA of Greater Toledo, 2018).



(Source: YMCA of Greater Toledo, 2018)

Competitive Advantage

The YMCA's primary competitive advantage is the fact that they have classes offered in multiple locations. Geographic location is a large factor in the determination of CREATE's target market, or even the target market of this industry as a whole, so by having numerous locations in the greater Toledo area, that broadens the percentage of the market base the YMCA can reach. One downfall of having this as their main advantage, however, is that not all classes are offered at every location. If a parent or child is seeking out a specific course, they may have to travel to an inconvenient location in order to attend. Another potential advantage is their pricing. If a family already happens to be members of their local YMCA, then the class prices are the lowest in the area on a per-class basis. However, if they are not members, they would either have to pay the \$75 enrollment fee to earn membership status and thus earn the 50% off classes, or settle for the non-member prices, which are above par relative to its competitors.

Customer Analysis

Demographics and Psychographics

CREATE's current customer base is primarily middle class mothers between the ages of 30 and 50 whose primary residence is in or near Perrysburg, Ohio. These women want to provide stable, well-rounded lives for their children and are willing to pay to allow them to participate in extra-curricular activities.

The Consumer Buying Process

The consumer buying process, as outlined by David Mothersbaugh and Del Hawkins in their text, "Consumer Behavior," is composed of five steps: problem recognition, information search, alternative evaluation, purchase, and post-purchase (2016). These steps are highlighted as a means to explain the thought and action process undergone by customers when making a purchase. Below is an explanation of each stage in relation to CREATE's art classes, workshops, and camps.

Problem Recognition

The first stage of the consumer buying process is the recognition of a specific problem, which then leads to a search for a solution. In the case of CREATE, there are three potential problems or needs that could lead customers to participate in a class:

- Desire to acquire or develop an art skill
- Need for after school entertainment
- Need to fulfill a class credit for homeschool

Many kids express interest in art while at home or in school, which may lead their parents to desire another outlet for them to exercise this skill. Some kids, depending on their age, may blatantly ask their parents to sign them up for art classes, while others, particularly younger children, are merely observed and are enrolled by their parents because of their suspected interest in the subject. Another potential problem could be a need for after school entertainment. Kids may complain of boredom after school or parents may want something constructive for their

children to do outside of the house. Parents may also want to deter their kids from spending so much time engrossed in technology and would rather see them make something with their hands and exercise their creative sides. Finally, a child may need to fulfill an art credit if they are homeschooled. This most likely requires them to take a series of classes involving a more common art form, such as drawing or painting.

Another possibility in this stage is that customers may receive a gift certificate from a friend or relative. In this case, the customers did not come to the realization by themselves, or really never had much of a “problem” to begin with, but rather an outsider recognized the “problem” and offered the classes as a solution. In this scenario, one person undergoes the first three stages of the process in order to obtain the gift, and the child and their parent experience the purchase and post-purchase stages.

Information Search

Some of CREATE’s customers seek out detailed information regarding this topic while others do not. According to the data collected, customers were initially exposed to CREATE in 1 of 6 ways:

- Word-of-mouth
- Internet search
- Social media
- Mom’s Club of Perrysburg
- School
- Storefront

According to both the interviews and the in-class surveys taken, roughly 50% of CREATE’s current customers initially heard about the art studio via word-of-mouth. That is an incredibly significant number, considering the efforts made by CREATE to increase their exposure through other avenues such as social media. That also proves the importance of CREATE’s reputation with their past and current customers, as well as around the city of Perrysburg. Another significant finding was the impact the Mom’s Club of Perrysburg has had on the art studio. This club includes mothers living in Perrysburg whose primary job is taking care of their home and their children. The club exposes moms to local business that might interest them or their children, and CREATE is one of them.

When it comes to actively searching for more detailed information, CREATE’s customers turn to the Internet and social media. Customers reported comparing their options by examining different websites and Facebook pages of their alternatives prior to making a decision. Those who initially heard about the art classes through word-of-mouth asked follow-up questions from their source and received their information that way.

Alternative Evaluation

The consideration and evaluation of alternative classes depends entirely on what the initial problem or need was for the customer. If the need was for an art class specifically, then the competitors outlined above would be customers’ main alternatives. If customers were merely looking for a form of after-school entertainment, however, their other options could range from

organizations offering club sports to just sending their child to a friend's house after school. Only a handful of customers discussed in detail what other options they had for their problems, and all of them were looking specifically for art classes.

Two of the parents interviewed had previously attended classes at the Toledo Art Museum and provided some insight regarding their preferences and the different options they weighed when making their decisions. The most important factors seemed to be location and classes offered. One mother said they switched from the TMA to CREATE because CREATE was closer to where they lived and the nature of the classes would force her son to step outside of his comfort zone (Anonymous Interview, 2018). Another mom said she chose CREATE over other its competitors because of its unique classes offered, specifically their slime camp. She and her daughter live in Ottawa Hills, easily a 20-25 minute car ride to CREATE's studio in Perrysburg, and said that CREATE was the only place in the area that offered classes that taught kids how to make slime. "The only reason we're here is because of slime camp. If not I would not make the hike down here, the girls take the rest of their art classes at the art museum because it's right down the street. If they offered more unique classes like this then maybe I'd consider it more," (Katie Interview, 2018).

Purchase

This stage in the buying process is focused entirely on the consumption experience. In other words, this stage is the class itself. Unless in the preschool age group, this stage is experienced by the child and not that parent, who conducted the earlier stages of the process. The main behaviors to be aware of here would be the perceived enjoyment experienced by the child during the class in respect to a variety of attributes, including the projects they did, the instructor(s), and their peers. In summary, this stage deals with if they child had fun or not.

Post-Purchase

The post-purchase process for this particular service is important to consider from both the perspective of the child and their parent(s). When looking at it from the child's point of view, it is important to consider how much they talk about the class, what they do with the artwork they made, and whether or not they express interest in going back. From the parents' perspective, they are concerned with if their child seemed to enjoy themselves at the class and if, all the attributes considered, it was worth it.

The Typical CREATE Kid

Due to the nature of their business, CREATE's customer and end consumer are different people. Because of this, not only do they have to worry about which parents to target, they have to know the type of children who find their classes appealing as well. Whether they realize it or not, they are attracting a certain type of kid to their classes.

The research suggests that the majority of kids enrolled in CREATE's classes could be considered introverted or shy by nature. Many of them are not incredibly talkative, or if they are, it is directed more towards the instructor as opposed to their peers in the class with them. They may or may not be involved in competitive sports, but it is a possibility that they have less competitive personalities compared to other kids their age. They seek a peaceful place to unwind from their every day lives. During a class shadowing, one of the girl in the 8-12 age group stated,

“School was really crazy and loud today. It’s really nice to come from there to a quiet art room.” Some kids use the art classes at CREATE as a kind of detox from their hectic lifestyles. Especially considering the older age groups, kids are constantly exposed to intense environments. This could vary from the competitive nature of the school system to the constant noise on social media to living in a hectic household. The “Typical CREATE Kid” may be quieter and less aggressive by nature, but they are the ones who are begging their parents to go to art class, because it is their getaway.

CREATE provides a quiet, safe space for these kids to openly express themselves and flex their creative side without set rules or judgment. They can talk to their peers or their instructors if they want, or they can work on their projects in silence. This group of kids is a large opportunity for CREATE to potentially expand upon; the means in which they do so may be tricky, however. Being such a sensitive topic to most parents, CREATE might not necessarily act on this information from a marketing standpoint, but rather just be aware of the personality traits the kids they are likely to attract may possess.

SWOT Analysis

	Helpful	Harmful
Internal	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Skilled, well-received instructors • Type and variety of classes 	<ul style="list-style-type: none"> • Small physical size of class room • Few current marketing efforts
	Opportunities	Threats
External	<ul style="list-style-type: none"> • Build relationships with Perrysburg schools and other local businesses • Position to appeal to “Typical CREATE Kid” 	<ul style="list-style-type: none"> • Competitors offering wider variety and at more convenient locations • Art classes at the schools

Market Segmentation

Segmenting

Demographic

Geographic location is arguably CREATE's most important factor when segmenting the market. Due to the nature of the service they provide, their customers have to be located relatively close to their studio in order to attend their classes and still be convenient. This being said, the majority of CREATE's potential customers are going to live in Perrysburg or neighboring cities, such as Rossford, Maumee, Toledo, and Bowling Green.

Other demographic variables that CREATE should consider when segmenting the market include age, gender, and income. The majority of their customers are going to be female and land within the ages of 30 and 50, being that they are mothers with relatively young children. They are also going to have the disposable income to afford classes like these for one or more children. Perrysburg's median household income is \$84,508, so most of CREATE's customers are likely to be considered middle class or even upper-middle class (Data USA, 2016).

Psychographic

CREATE's customer base desires a certain lifestyle, that is to provide comfortable, active, and enriched lives for their children. They value a positive learning environment for their children and are willing to make sacrifices in order to provide this for them. Their children are their number one priority at all times. This segment will also be very involved in their kids' lives, regardless of their age. They will want to know their children's whereabouts, their grades in school, and all of their friends' names. These parents will have the time to fully invest in their children and their overall well-being.

Targeting

Primary Market

CREATE's primary target market can actually be divided into two generic groups: "Multi-Tasking Mom" and "Proactive Stay at Home Mom." These two customer types have a good deal in common, including the fact that she is going to live in or around Perrysburg and have some sort of need for after-school or extra-curricular activity. They are both going to be relatively active in their children's lives and want to provide well-rounded experiences for their kids.

"Multi-Tasking Mom"

This customer is most likely going to have more than one child and live a very active lifestyle. Although still seeking a high quality lifestyle for both herself and her family, convenience is still key. She is on her children's schedules and is busy running them from school to soccer practice to art class. She and her husband may both have full-time jobs, or she may be a single mom. Either way, she is constantly running from point A to point B and taking her kids with her. This mom is going to search for their information on the Internet or through social media to find quick, easy answers to their questions.

"Proactive Stay at Home Mom"

This mother takes a lot of pride in taking care of and raising her children. Whether she has multiple kids or only one, she is going to be very adamant about providing a certain lifestyle for them. She is most likely either not going to be employed or only work part-time. She is likely going to be associated with other parents involved with CREATE or involved in clubs with other parents such as the Mom's Club of Perrysburg. This customer is going to rely heavily on word-of-mouth to get informed opinions on her potential purchases, especially when it involves her children.

Secondary Market

It can be argued that CREATE has not currently identified a secondary target market. This being said, one major demographic group could be expanded upon: age. If CREATE wanted to target an older age group, it would merely require some repositioning of certain marketing efforts, including advertisements, coupons and discounts, and possibly product offerings.

Positioning

CREATE's current positioning strategy is relatively solid, and communicates a message of a fun, welcoming environment where kids can come and express their individual creativity freely. It is marketed heavily towards the mothers, who are typically the end decision-makers regarding their children's extra-curricular activities. The classes even have latent benefits for the mothers built in to them, including the option to drop the child off, as opposed to having to stay during the class, and the flexibility of the instructor in allowing the parent to drop the child off early or pick them up later.

Primary Market

The message itself would be the same for both categories of CREATE's target market. A real opportunity exists to try and appeal to the "Typical CREATE Kid" who tends to be more shy and introverted compared to their peers, but the means in which this is done would need to be careful. This is a very sensitive topic among parents, and if CREATE were to try and reach out to these kids, they would want to avoid labeling or assuming anything about a child's personality. This being said, by conveying CREATE as a "safe space for all kids to come and express themselves creatively," they would be highlighting the benefits their classes would grant kids who may feel uncomfortable in large groups or are not the most talkative without directly labeling anyone. This could be done in addition to their current positioning strategy, which is described as fun art classes that are not focused on the end product but rather on the process. These two positioning statements have the potential to work well together.

Secondary Market

In order to appeal more to an older generation, CREATE would want to communicate their brand and services as a great gift idea for grandchildren for birthdays, Christmas, or other occasions. The core of the positioning necessary to attract this secondary market will be very similar if not the same as that of the primary market, with the classes providing an inviting environment for kids to learn about art, stretch their creative minds, and have fun with their peers. CREATE could market their classes as a gift for both the kids and the parents. Not only do their grandchildren get to have fun making slime or learning to draw cartoons, but the parents get a chance to run child-free errands for 45 to 90 minutes or even go back home and relax.

Recommendations

The following are recommendations made based on the market research done and conclusions drawn from the data collected. They are given from an outside perspective, and are up for interpretation by the client.

Increase Retention Rate

Because the business is only 5 years old, building a solid retention rate is going to be vital to their success moving forward. Two of the art studio's biggest strengths are its instructors and the type and variety of projects they offer, so one could assume that once children or parents attend a class at CREATE that many of them would want to come back for another one. This being said, an ideal retention rate for CREATE would be 50%. This means for every class, workshop, or summer camp they host, half of those students will sign up and attend another. It is unclear what CREATE's current retention rate is, but there are some tactics that could be implemented to help increase it.

Customer Relationship Management

Due to the small size of the business, the owners of CREATE seem to know the names of many, if not most, of the children they teach and their parents. Because of this, maintaining a solid customer relationship management (CRM) system should be relatively feasible and could help improve the quality of their interactions with customers. The owners and other instructors all lead busy lives and teach a lot of students, so there is no way they remember everyone's name and what class they had them in. However, if a system was implemented that recorded the names of parents, children, and the classes they attended, managing those relationships could be much easier. A CRM system could help keep track of families and their contact information, and the instructors could make notes by certain kids' names if they wanted to remember something about them or if they had certain needs.

Personalized Reminder System

Customers like to think they are valuable and remembered by a business they patronize, so developing some sort of personalized reminder system could not only be very helpful for both CREATE and their customers, but also be an easy way to show the customers they care about and remember them. This could take many forms, but could be as simple as a monthly newsletter with a list of classes coming up with the parent's name at the top of the email. Or, it could be even more specific to the customer and synced to their file in the CRM system. For example, if a child takes a summer camp at CREATE, a week after the camp ended an email could be sent to the parent saying, "Hello Kim! We loved having Brad in class with us next week, we hope to see him again in one of our other classes! Here is a list of some upcoming camps." Parents would love to know that their child was remembered, and may be more likely to come back if they feel valued. Maintaining a first-name basis with customers is key to CREATE because their business is so small. This could be especially useful for the "Multi-Tasking Mom" persona described above, because although their child may have loved his or her first class at CREATE, the parents may forget to sign them up for more without a little nudge.

Although this may seem time consuming, there are programs that help manage all of this, and could be worth looking in to in order to help encourage first-time customers to attend more classes at CREATE.

Discounts

Discounts and coupons are one of the most foolproof ways to entice customers to purchase your product or service for a second time. The difference in price does not have to be significant in order for the coupon to be effective, either. Customers love getting a deal, and CREATE can use that to their advantage by being strategic about the types of discounts they give out. By awarding price deductions to customers to come back for more classes or refer new customers to the studio, they are helping improve the impact of their business and increase their profits in the long run.

Bundle Discount

This form of discount could be utilized in multiple forms. The first could be offering the discount prior to the customer's purchase of the first class. Examples of this include:

"Buy one summer camp now and get another 25% off!"

"Sign up for three workshops and get the fourth one free!"

These offers would not only persuade customers to come back for a second round of classes, but it could entice them to choose CREATE over its competitors when considering their options for the first time. The second form of bundle discount would be contacting the customer via email after the purchase of the first class and offering them a discount to come back. This could be made possible with the CRM system outlined above, and could even be apart of the personalized reminder system. An example of this kind of discount could be:

"Thanks for joining us for the After School Art Club, enjoy \$10 off your next 6-week art class!"

Like the personalized reminder system, this email would not only persuade customers to sign up for more classes because of the potential to save money, but would make them feel remembered and valued.

Referral Discount

Implementing a referral discount will not only increase the retention rate of current customers but it will bring in new ones as well. By referring new friends and family to try a class at CREATE, current customers will receive a discount on a future class there. In addition to increasing retention and trial rates for the classes, this will also stimulate word-of-mouth between current and potential customers. So many potential benefits can be reaped from this discount specifically, and it would only cost CREATE between \$5-\$10 per redemption.

Build Brand Recognition

Increase Visual Advertisement Scope

In order to build stronger brand recognition throughout the Perrysburg area, CREATE would ideally like to get their logo out there and in front of people as much as possible. There are a few

different ways to make this happen for relatively low costs, including posting flyers, investing in printed advertisements, and placing the logo on supplies used in and after classes.

Flyers

Because geographic location is such a large factor in determining CREATE's target market, gaining exposure throughout the town of Perrysburg is a big opportunity for them. Placing flyers in a variety of locations will help generate some name recognition for a relatively low cost. Some potential locations to post flyers include:

- The shops in downtown Perrysburg
- Levis Commons
- Way Public Library
- Grocery stores (Churchill's, Kroger, Costco, etc.)
- Local restaurants

This could also serve as a gateway to building relationships with other local businesses, which would be an effective networking tool for the studio, and is outlined in more detail later.

Print Ads

Similar to the flyers, print ads are an easy way to get the CREATE name out there and recognized by its target market. They could include small advertisements in newspapers like Perrysburg's "The Messenger" or the Toledo Blade, church bulletins, or school newsletters. Regardless if the ads themselves directly draw customers to the studio, they will at least make people aware of the business. This is helpful because if a situation were to arise where they or someone they know has a need for an art class or extra-curricular activity, they will at least know of CREATE enough to research or recommend it. These ads could help stimulate word-of-mouth, which is so vital to CREATE's current marketing strategy.

Logo Exposure

One of the primary goals of building the CREATE brand should be getting the logo out there to the point where it can be easily recognized by any Perrysburg resident. Aside from placing print ads around town, another avenue exists that could help build recognition for the CREATE name. The art studio could place their name on many of the items that they already use in the classes. By placing the logo on more physical items that kids take home with them, this puts CREATE in the homes of every past and current customer. This would also easily stimulate word-of-mouth between past or current customers and their family and friends, who could easily become potential customers.

Logo on Supplies

By placing their logo on supplies used in the classes, this would at least ensure that CREATE's current customers are aware of both their logo and their brand. It would be especially effective if CREATE placed their name on items taken home by the children, so the logo traveled with them. These objects could include slime containers, Ziploc bags, etc. This could be executed as simply as printing stickers of the logo and placing it on the items, as opposed to having their name screen printed on their supplies, which would take up more time and finances.

A possible concern with this tactic would be tainting the integrity and sole purpose of the art studio. By plastering their name on the materials directly involved in the children's projects, some may consider them to be tarnishing the creative nature of the class. This being said, it would be best to avoid placing the logo on materials such as paper or stationary, or any other items the children are designing on.

Handouts After Classes

Another way to expose their logo to the public is by placing it on handouts they give away to students after classes. These could range from art supplies to toys, and would serve as a memento for the kids to remember their classes at CREATE by (aside from the artwork they take home). Possible ideas for handouts could include colored pencils, watercolor sets, erasers, bouncy balls, stickers, etc. Although this would be an added expense for the studio, it may be worth the exposure they would have in the homes of Perrysburg and the potential conversations started because of them.

Capitalize on Local Pride

This may be the most vital task for CREATE when it comes to expanding their business. By building relationships with local business and organizations, they will not only build a solid network for themselves, but will stimulate word-of-mouth from a business-to-business standpoint as well.

Stronger Relationships with Schools

Due to the educational nature of CREATE's business, it might be a good idea to get a good in with the schools in the area. Whether it leads to faculty members recommending the classes to parents or the kids seeing a flyer for a cool class they can do with their friends, the exposure should be good for business.

Relationships with Faculty

One possible way to build a relationship with the schools is by connecting with the teachers and counselors that work there. Faculty members know the students better than most, and they know them from an educational standpoint, similar to the instructors at CREATE. They could do this by giving presentations to the staff or by just chatting with them on an individual basis. If the teachers and counselors become comfortable enough with CREATE's instructors and their business, they may be able to recommend the studio to parents of kids they feel would benefit from what they do.

Visual Ads in Schools

CREATE could even go the route of advertising directly to the kids themselves. They could make fun, interesting flyers highlighting the all-around awesomeness of the classes and workshops to place in the schools' hallways or in the administrative offices. They would have to do this at the discretion of the schools, of course, but it could be effective when targeting the older age group, such as the 8-12 year-olds or the teen groups.

Build Relationships with Local Businesses

CREATE's current relationship with Maddie and Bella's Coffee Roasters is an ideal example of the type of connections they should be building. What they are currently doing seems to be working very well for them, so that just leaves them with an opportunity to expand. They do not necessarily have to go as in-depth as they did with the coffee shop by hosting classes there, but they should consider getting to know other local business owners, especially considering how close their studio is to downtown Perrysburg. If any organizations exist for local business owners or if any meetings take place on a regular basis to discuss the town and what it has to offer its citizens, CREATE should take part in those. This will ultimately lead to better word-of-mouth and more exposure for their brand.

Exposure to Local Clubs and Organizations

Mom's Club of Perrysburg

CREATE already seems to have a relationship with this particular organization, given that multiple mothers reported having initially heard about the art studio through this group. This seems to have had a very positive impact on CREATE's business, and they can only benefit from expanding upon it. This being said, depending on the nature of the club and their meetings, representatives from CREATE could give a presentation to the group about their mission, philosophy, and class offerings, and explain the benefits it could have on their children. They might even consider hosting an adult class for the club members themselves to give them extra exposure as well.

Parent-Teacher Organizations

Getting an in with the parents is key to the business that CREATE runs. Their target market includes parents who are very proactive in their children's lives and education, so parents like that are more likely to be involved in groups like this. Potential parent-teacher organizations to consider contacting could include:

- Junior High Parents Organization
- Fort Meigs Parent Boosters
- Frank Parents' Club
- Toth Parents' Club
- Woodland Parents' Club

(Perrysburg Schools, 2018)

CREATE's involvement with these organizations could span anywhere from just passing their name along or providing a small blurb to post in the club's announcements to giving full presentations or hosting classes for them, similar to the suggestions for the Mom's Club of Perrysburg.

Participating in Local Events

Another way to gain exposure and capitalize on local pride would be to participate in local festivals and events. CREATE could set up a tent and offer to host free events or crafts for kids. This would be a fun way for the studio to help gain brand recognition not only by being present

at the events, but by giving the kids something to take home. Although vendors normally have to pay a fee for renting a tent at an event, if CREATE is offering free activities, they may receive a discount or not have to pay for rent at all. A potential list of events CREATE could participate in include:

- Levis Commons Fine Art Fair (Perrysburg)
- Black Swamp Arts Festival (Bowling Green)
- Crosby Festival of the Arts (Toledo)
- Glass City Balloon Race (Rossford)
- Maumee Summer Fair (Maumee)
- Riverfest (Rossford)
- Apple Butter Festival (Grand Rapids)
- Toledo Lighthouse Waterfront Festival (Toledo)

Conclusion

CREATE is a successful small business for having been operating for 5 years, and is communicating their mission and philosophy quite effectively through their current marketing efforts and in the way they conduct their classes and interact with their customers. Their past and current customers seem to have nothing but positive remarks about their experiences with the studio, and that is something to be proud of. By focusing on improving their retention rate, brand exposure, and relationships with local businesses and organizations, CREATE has a world of potential in front of them.

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Appendix

Exhibit A: In-Class Survey

We Would Love Your Feedback!

How did you first hear about CREATE?

What aspects of the classes do you like?

Is there anything you wish you could change?

How do you prefer to receive your information regarding classes at CREATE? (Facebook, email, text, flyers, etc.)

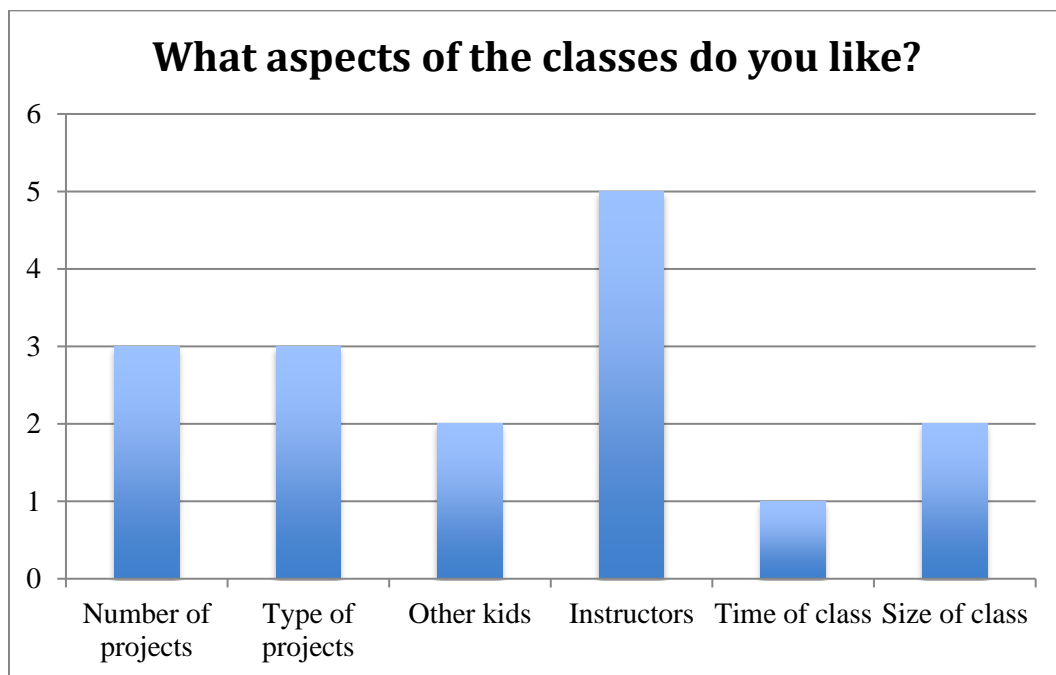
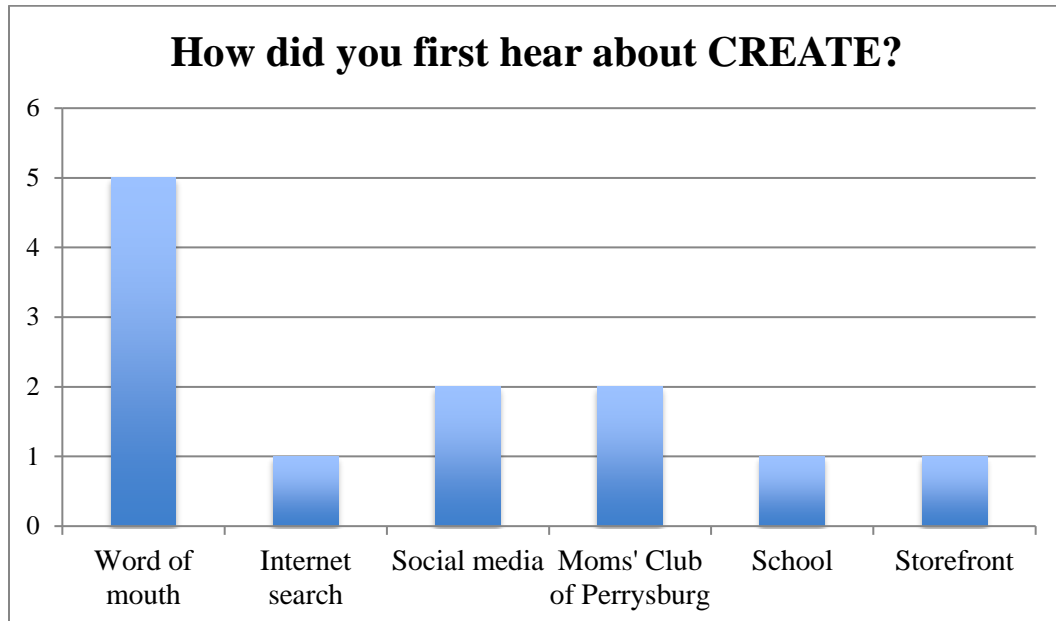
If you would be interested in providing more feedback, feel free to leave your contact information below.

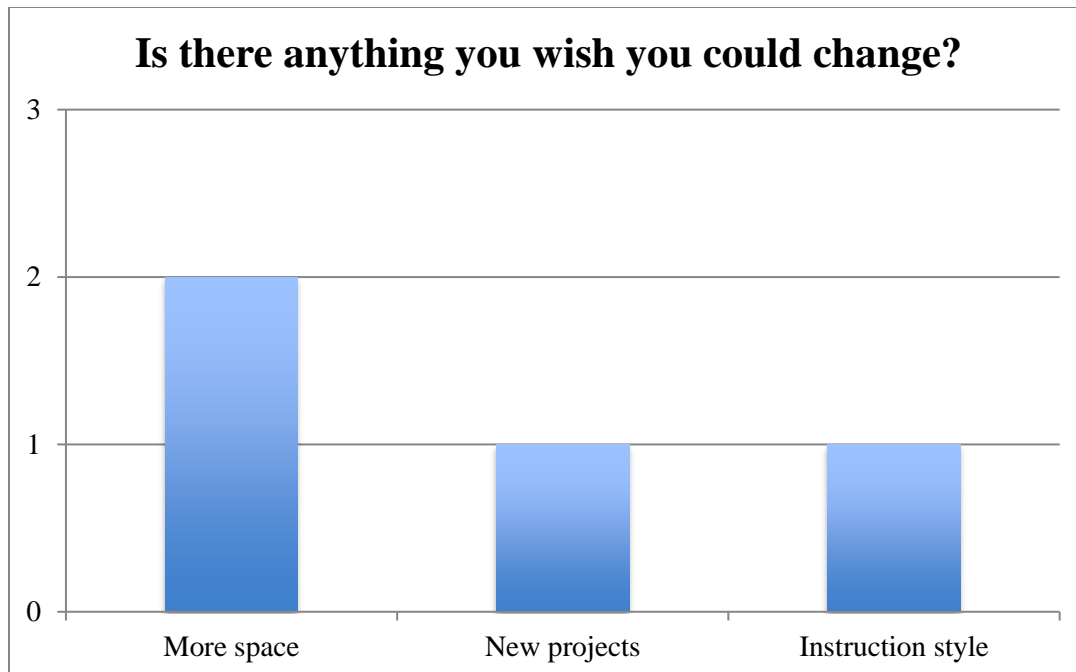
Name: _____

Email Address: _____

Exhibit B: In-Class Survey Results

**This survey was handed out and taken voluntarily by parents of children in classes at CREATE. Not all participants answered every question. These results are out of a total of 11 completed surveys.*





**Most of the parents either responded “no” or left question 3 blank*

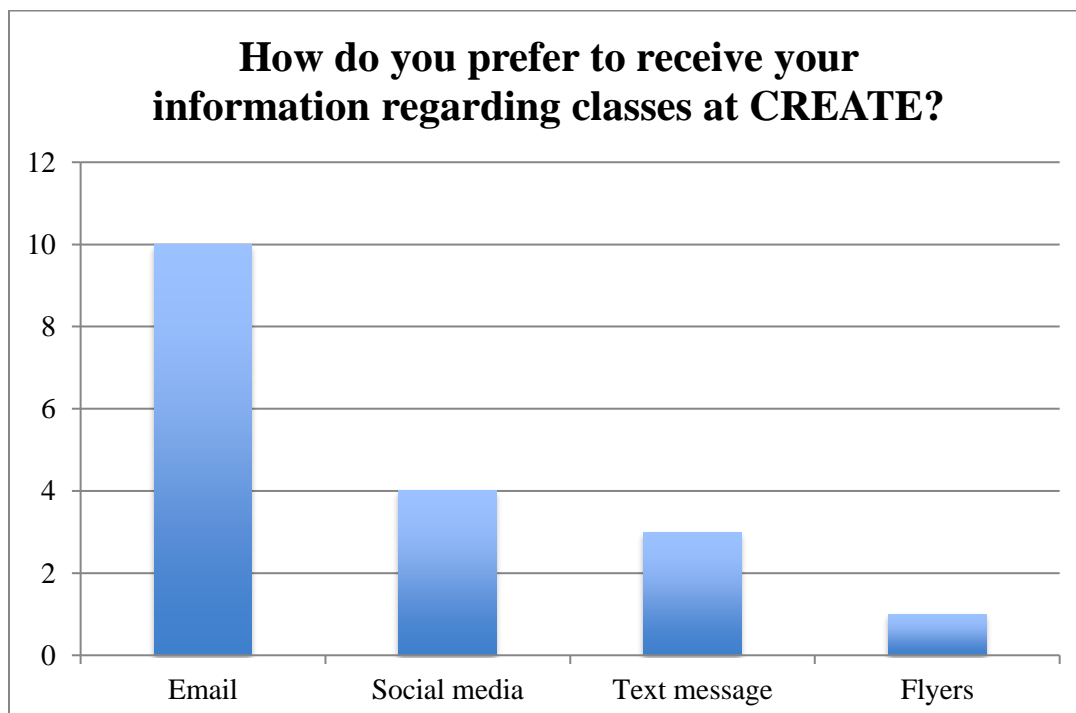


Exhibit C: Interview Guide

**Highlighted questions are of high priority and thus must be asked first. The non-highlighted questions may be asked if time allows.*

Post Purchase

Last Experience with CREATE

1. Tell me about your/your child's last experience with CREATE.
2. Does your child talk about the class or the artwork they made afterward?
3. What do you/the child do with the artwork created during the class?

Overall Experience with CREATE

4. What class(es) have you or your child been enrolled in at CREATE?
5. What was your child's favorite class they have taken at CREATE?
6. Does your child get excited to go to the class?
7. Is your child friends with the other kids in his/her class?
8. What attributes of the classes are important to you? → What are your favorite parts of the classes?
9. Is there anything about the classes you wish you could change?

Decision Making Stages

Problem Recognition

10. Was there something in particular that triggered your registration for the class? (Birthday, rainy day, invitation, promotion, etc.)
11. Who was the person who triggered it? (Mom, dad, child, friend, etc.)
12. What was your primary purpose for taking the course? (Learning the skill, socialize with friends, credits for home school, family bonding, etc.)

Information Search

13. Who sought out information about CREATE? (Mom, dad, etc.)

14. How did they find their information? (Called friends, contacted CREATE, Google search, CREATE social media, store front, etc.)

15. What amount of planning was involved? (Plan same day of class vs. one week out vs. one month out)

Evaluation of Alternatives

16. Were there any other options you had regarding [art education, entertainment, etc.]?

17. How important is/are the:

a. Class size?

b. Instructor?

c. Course content/project being taught?

d. Duration?

e. Place?

f. Other participants?

Purchase

18. What made you choose CREATE?

19. How often do you attend classes at CREATE?

20. How do you feel about the pricing of the classes at CREATE?

21. How do you feel about the timing of the classes? (Time of day, day of week, etc.)

22. How likely are you to continue attending classes at CREATE?

Promotion/Communication:

23. How do you prefer to receive your information regarding classes at CREATE?

(Facebook, email, text, etc.)

24. How often to you visit any one of CREATE's social media accounts?

25. Would you be interested in being apart of a VIP list that receives text alerts regarding new classes, class cancellations, discounts, etc.?

Demographics (May not necessarily ask these, some can be observed)

26. Gender

27. Age

28. Marital status

29. Number of children

30. Ages of children

31. What school children attend

Miscellaneous

32. Would you ever consider attending an adult class/private event class at CREATE?

Exhibit D: CREATE's Current Product Offerings (as of 04/04/2018)

CREATE's Current Classes for Children

Title of Course	Length of Course	Price	Age Range
HPI Art Journaling Club	6 weeks	\$30	All
After School Art Club	3 weeks	\$40	5-7, 8-12
Adventures in Painting	6 weeks	\$80	5-7
Advanced Art 101	3 weeks	\$65	11-17
Drawing Club	3 weeks	\$40	7+
Friday Preschool Art	8 weeks	\$100	3-5
Preteen Painting Club	6 weeks	\$85	8-12

CREATE's Current Workshops for Children

Title of Course	Length of Course	Price	Age Range
Trendy Beaded Bracelets	1 day	\$25	7-12
Galaxy Art	1 day	\$25	8+
Spring Fairy Houses	1 day	\$25	8-12
Origami Paper Flowers	1 day	\$25	8-13

CREATE's Current Camps for Children

Title of Course	Length of Course	Price	Age Range
Slime Camp	4 days	\$85	7+
Preschool Painting	4 days	\$65	3-5
The Young Artist	4 days	\$80	8-12
Adventures in Painting Mini Camp	4 days	\$60	5-7
Art Journaling Mini Camp	4 days	\$75	7-12
Mini Camp: Pastels, Mixed Media, and More	4 days	\$85	8-13
Beginner Drawing Camp	4 days	\$75	8+
Beginner Drawing and Watercolor Camp	3 days	\$55	7-12

Teen Art Camp	4 days	\$90	13+
Artist Adventures	4 days	\$75	5-7
Hand Lettering Camp	4 days	\$95	11-17
Advanced Drawing Camp	4 days	\$85	8+
Drawing and Doodling Camp	4 days	\$75	6-10
Art FUNdamentals Camp	4 days	\$110	10-14

CREATE's Current Classes and Workshops for Adults

Title of Course	Length of Course	Price	Age Range
Flow Painting with Fluid Acrylic Workshop	1 day	\$45	13+
For the Love	1 day	\$30	10+
Paint Together	1 day	\$40	2+
Mother-Child Herb Garden Workshop	1 day	\$25	4+
Art Together	3 days	\$75	2+
Adult Hand-Lettering Class	3 weeks	\$100	18+

Exhibit E: Competitors' Current Course Offerings (as of 04/04/2018)

The Toledo Museum of Art

Title of Course	Length of Course	Price Range Member/Non-member	Age Range
Drawn from Nature	5 days	\$90 / \$105	5-7, 8-10, 11-13
Miniature Sculpture	5 days	\$90 / \$105	5-7, 8-10
2D Game Design	5 days	\$90 / \$105	11-13
The Architect's Dream	5 days	\$90 / \$105	5-7, 8-10, 11-13
Mixed Media Painting	5 days	\$90 / \$105	5-7, 8-10, 11-13, 14-18
Art of Illustrating	5 days	\$90 / \$105	5-7, 8-10, 11-13
3D Landscapes	5 days	\$90 / \$105	5-7, 11-13
LEGO Masterpieces	5 days	\$90 / \$105	5-7, 8-10, 11-13
Drawing and Mixed Media	5 days	\$90 / \$105	5-7, 8-10, 11-13
Large Scale Painting	5 days	\$90 / \$105	5-7, 8-10, 11-13
Mythological Creatures	5 days	\$90 / \$105	5-7, 8-10, 11-13
Figure Sculptures	5 days	\$90 / \$105	5-7, 8-10, 11-13
Mixed Media Collage	5 days	\$90 / \$105	5-7, 8-10, 11-13
Drawing from Observation	5 days	\$90 / \$105	14-18
Blacksmithing	5 days	\$100 / \$125	14-18
Digital Photography	5 days	\$90 / \$105	14-18
Glassblowing	5 days	\$225 / \$250	14-18
Art and Robotics	5 days	\$425 / \$450	14-18
Painting Together	1 day	\$20 / \$25	3-5, 6-10
Sculpt It	1 day	\$20 / \$25	3-5, 6-10

(Source: The Toledo Museum of Art, 2018)

The 577 Foundation

Title of Course	Length of Course	Price	For Grades
Acrylic Painting	2 hours	\$15	3-6
Family Pottery	2 hours	\$20	K, 1-12
Slab of Summer	5 days	\$95	K-2, 3-5, 6-12

(Source: The 577 Foundation, 2017)

For the Love of Art

Title of Course	Length of Course	Price	For Grades
Drawing	1.5 hours	\$15	6-8, 8-12
Drawing	1 hour	\$10	4-6
Drawing/Mixed Media	2 hours	\$20	5-8
Mixed Media	1 hour	\$10	K-1, 2-3
Cartooning/Drawing	1 hour	\$10	4-8, 5-9
Painting	2 hours	\$20	8-12
Painting/Drawing	2 hours	\$20	8-12

(Source: For the Love of Art, 2018)

YMCA

Title of Course	Length of Course	Price Range Member/Non-member	Age Range	Location
Canvas Painting	1 day	\$25 / \$50	5-13	Fort Meigs
Art Explorers	7 weeks	\$35 / \$70	6-12	Francis Family, West Toledo, Eastern Comm.
Baby's First Art Class	7 weeks	\$25 / \$50	0-2	Sylvania
Clay Club	8 weeks	\$35 / \$70	6-12	Sylvania, Wolf Creek
Crafty Kids	7 weeks	\$35 / \$70	5-12	Francis Family, West Toledo
Drawing/Painting	7 weeks	\$35 / \$70	8-12	Eastern Comm.
Painting	7 weeks	\$45 / \$90	13+	Eastern Comm.
Cartoon Drawing	7 weeks	\$35 / \$70	7-12	Wolf Creek

(Source: YMCA of Greater Toledo, 2018)